

How Servant leadership effect on Affective Commitment and Organization Citizenship Behavior: Roles of Employability and Job-insecurity

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ABSTRACT

Purpose: The current study examined the underlying mechanism through which servant leadership is related to employees' affective commitment and organization citizenship behavior. Further, the moderating role of job insecurity was examined between employability (internal and external) and a) affective commitment b) organization citizenship behavior.

Design/Methodology/Approach: The nature of this study was cross sectional and research questionnaires were used quantitative survey conducted through distribution of questionnaire by systematic sampling technique in Pakistan from different private service sector (universities, colleges, banking sector and private companies) because service sector organizations tries to satisfy their customers and even expecting from their employees to keep happy their customers. A convenience sampling technique was used and almost 250 questionnaires were distributed to private institutes but we received data of 220 respondents after the dispose of uncompleted forms we finalized the data of 200 people.

Findings/Results: On the basis of results, researcher concluded that servant leadership enhances the employability (internal and external) of the employees and that leads towards affective commitment of employees for the organization. On the other side internal factor of employability does not enhance the employees' organizational citizenship behavior but external employability does increase it. Moreover, servant leadership has a positive effect on the employees' affective commitment. Researcher used job insecurity as a moderator and our results illustrate that there is no moderation among the employability (internal and external) with a) affective commitment and b) organizational citizenship behavior.

Practical Implications: Servant leadership is entirely different style from other leadership styles. It gives confidence to their followers does not observe their own interest just try to find out the need of their followers and try to fulfill their demands and focus on their area of interest. In this way, follower response positively not only toward their leader but also shows the interest in the particular organization. When employees support each other they will be admired by other people as well. This study brings new approach to the serving and supporting process of leadership style in organizations that will work as guidance for leaders and managers in attempting to achieve valuable effects and to make their employees commit with their organization and provide outcomes more effectively.

Originality/Value: There is only one research paper in which researcher tries to find the relationship of employability and servant leadership. Additionally, in that study researcher work only with proactive individual behavior and internal perceived employability. Thus, objective of

current study is that to cover up this gap by considered the both perceptions of employability (internal and external) as a mediator with independent variable (SL), moderator (JI) and dependent variables (AC and OCB) as well.

Keywords: *Servant Leadership, Employability (Internal & External), Job Insecurity, Affective Commitment and Organizational Citizenship Behavior*